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29 Jul 1960

MEMORANDUM FOR: DD/P Training Officer**SUBJECT : OTR Comments on "SR Division Training Requirement for Calendar Years 1960 and 1961"**

1. Thank you for providing a copy of the SR Division training requirement to this Office. Estimates of this sort, if received from all DD/P components, would be of great value to OTR for overall planning and programing. We appreciate that the problems involved in preparing such estimates must vary considerably in each division and staff. The SR Division's comments and suggestions on course content, methods of instruction, and so forth, are also useful, and I shall discuss some of these later in this memorandum.

2. Our first, general comment is that the SR requirements are expressed in terms of current OTR and TSD training courses. It is suggested that in the future there may be additional training requirements that cannot be met by existing courses. If these are expressed as requirements we can look into the demand and ascertain how we can best meet them, either in new courses, by revision of current courses, or other means.

3. This leads to our next remark. If possible, component estimates of training needs should also include requirements for external training. These have little impact on OTR personnel ceilings but constitute a significant budget item.

4. A third and very controversial training subject for comment is the matter of part-time training. Other divisions have raised the question of part-time training. It is widely recognized that it is very difficult and sometimes impossible to release supervisors and other key personnel for full-time or prolonged training courses. On the other hand, we are convinced that part-time training is comparatively inefficient from

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the standpoint of learning and of getting full training value from the time and effort spent. It is obviously difficult for any student to concentrate if he must divide his day between training and his regular duties and be constantly subject to recall to those duties.

5. Ideally, we should look forward to programing our training on the basis of career development. We should try to set aside specific periods of time to accomplish appropriate intermediate or advanced levels of operational or professional training as well as for specialized instruction in such subjects as management and foreign languages. As you know, we have been working on the idea of programed training for some time and will continue to do so.

6. Meanwhile, we believe that we must continue to maintain a "balanced" or flexible curricula of both full-time and part-time courses. We can probably make this curricula more useful and flexible by arranging for "split" programs. That is, the student concurrently would take language training and professional training each on a half or part-time basis. This will require close coordination with training officers, and advanced planning. As far as a properly "balanced" curricula is concerned, however, we will really need the estimated requirements of a majority if not all of the DD/P components.

7. I would like now to offer some more specific reactions to the SR Division's excellent paper. References are made to paragraphs in that paper.

a. (2) SR's response to the writing courses is consistent with Agency-wide interest in this important field.

b. (2) SR requirements for map and photo-interpretation training are disappointingly low. SR may be unaware of recent improvements in OTR map and photo-interpretation courses. Some photo-interpretation will also be included, at TSD's request, in the Photography-Operational course.

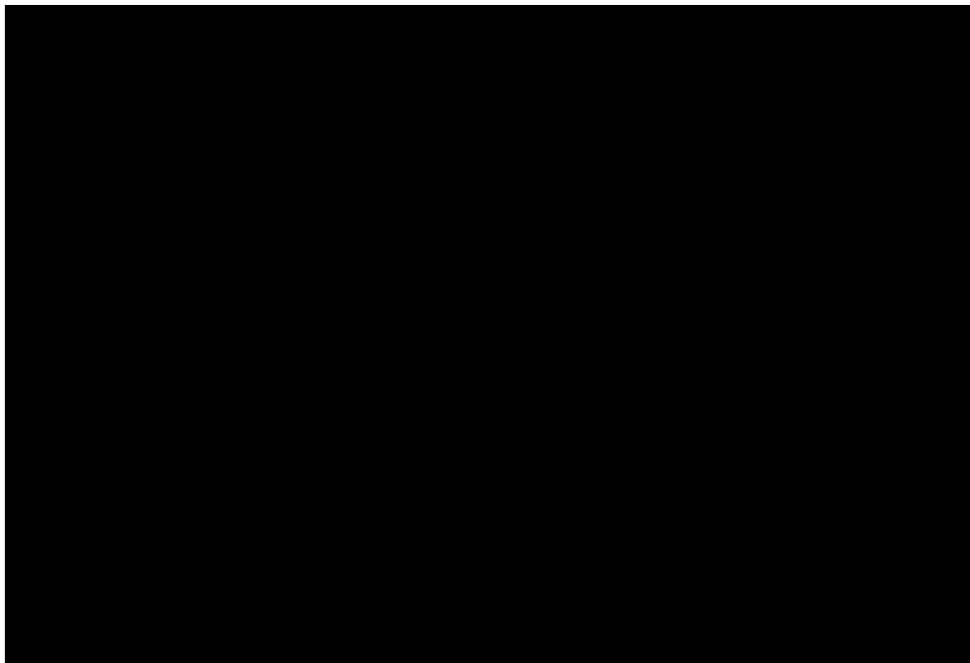
c. (2) There are no SR requirements for training in overseas effectiveness. The regular, two-week Introduction to Overseas Effectiveness Course has been conducted successfully, twice, and 4 1/2 days of "elements of overseas

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effectiveness"--including highlights of the ICE--will be presented as part of the revised, 10-week JCT Orientation Course. We would appreciate DD/P-TRC guidance as to future requirements for the regular ICE. We believe this course has real value to those who have not received it in the JCT course and that it has considerable to offer to field supervisors.

d. (4) We concur in SR's evaluation of operational photography training.



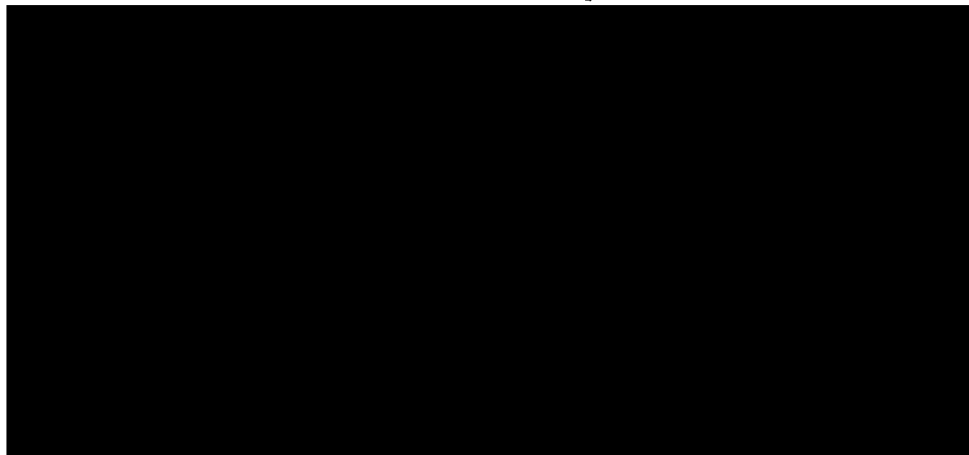
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g. (3c) It's hard to please everyone. For some, our courses are too detailed; for others, there is too little detail. We prefer to err on the side of too much rather than too little, but our aim is to match the training with the stated objectives of the course.

h. (3c) We cannot comment on this statement, but we welcome suggestions for improvement in reports training. Incidentally, some consideration might be given to greater exploitation of our CTR Intelligence School courses by DD/P personnel.

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8. Last, I should like to repeat our wish for similar comments and requirements from the other divisions. I feel sure that we could then work out with the DD/P Training Officer the best means within our capabilities to satisfy the needs of the Clandestine Services.

~~SIGNED~~

MATTHEW BAIRD
Director of Training

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